DOCUMENT RESUME

ED 171 253 IR 007 256

AUTHOR Barth, Rodney J., Comp.
TITLE An Annotated Bibliography of Resources on Educational Linking Agents: Roles, Functions, and Training Materials.
SPONS AGENCY Ed Com Associates, Vienna, Va.
PUB DATE Feb 79
NOTE 12p.

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS *Change Agents; *Change Strategies; *Educational Administration; Educational Change; *Information Dissemination
IDENTIFIERS *Linking Agents

ABSTRACT

The resources cited in this selected annotated bibliography are intended for linking agents, trainers of linking agents, managers of linking agents and their support systems, and educational policy makers. These resources, which date from 1975 to the present, variously refer to linking agents, change agents, extension agents, field agents, field staff, and educational consultants. The areas covered include role definitions and models; skills, activities, and functions; and awareness and training materials for linking agents. Citations are listed alphabetically by author or title within the above categories, and they are available from such sources as college libraries, state libraries, state education dissemination/diffusion units, and the ERIC Document Reproduction Service. (Author/JVP)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

U S DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

ED171253

AN ANNOTATED BIBLIOGRAPHY OF RESOURCES ON EDUCATIONAL LINKING AGENTS: ROLES, FUNCTIONS, AND TRAINING MATERIALS

Compiled by

Rodney J. Barth
Illinois Office of Education

Copyrighted © February, 1979
by the Compiler

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

Rodney J. Barth

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) AND USERS OF THE ERIC SYSTEM."

Prepared for

ED COM Associates
2530 Rambling Court
Vienna, VA 22180

IR007252

INTRODUCTION

The resources cited in this selected, annotated bibliography are intended for linking agents, trainers of linking agents, managers of linking agents, managers of support systems for linkers, and educational policy makers. The resources in this bibliography variously refer to linking agents, change agents, extension agents, field agents, field staff, and educational consultants. For purposes of discussion, the terms are taken to mean the same thing.

The bibliography is practitioner oriented, consisting of resources from 1975 to the present. The areas covered by this bibliography include role definitions and models; skills, activities, and functions; and awareness and training materials for linking agents. Within each of the sections, citations are listed alphabetically by author or title.

Availability of resources is frequently a concern of educational practitioners. In addition to the developer or publisher, resources cited in this bibliography are available from state libraries, state department of education dissemination/diffusion units, college and university libraries, and the ERIC Document Reproduction Service (EDRS).

ROLE DEFINITIONS AND MODELS

Carey, Thomas P., and John P. Jarvie. "Bridging the Gap: Defining the Role of Research and Development in the Meeting of Local Curricular Needs." Paper presented at the annual meeting of the American Educational Research Association, New York, New York, 1977. (ED 136 384)

The authors outline strategies involved in using linking agents or agencies to develop and adapt curricula for bridging the gap between research and development (R & D) agencies and local school districts.

Duncan, Claire W. The Director of Linking Agents: Providing Management and Support. 1978. (ED 151 331)

The Florida Linkage System is described in this paper, including the role and functions, the management and support structure, and the training and activities of the linking agents.

Emrick, John, and Susan Peterson. A Synthesis of Findings Across Five Recent Studies of Educational Dissemination and Change. San Francisco, CA: Far West Laboratory for Educational Research and Development, 1978.

This study synthesizes evidence of educational change from a selected set of recent investigations. Conclusions regarding the current state of knowledge and understanding about educational change are included.

Hergert, Leslie F. "The Linking Agent: The View from the Bridge." Paper presented at the annual meeting of the American Educational Research Association, Toronto, Canada, 1978. (ED 152 761)

This paper describes one linking agent's experiences in aiding four local schools to examine, choose, and implement innovative reading programs. A process approach was used to organize widespread support for change, to choose among program options, and to operationalize the final program choice.

Israel, Thomas S. "The Linking Agent in Research Utilization: Linking Agents from the Perspective of the National Institute of Education." Paper presented at the annual meeting of the American Educational Research Association, Toronto, Canada, 1978. (ED 152 762)

This paper presents an overview of the educational linking agent from the perspective of the National Institute of Education (NIE) and discusses the learning emerging from the Research and Development Utilization (RDU) program of NIE concerning the uses of linking agents. NIE's interest in and early conclusions about the linking agent role are discussed.

Mojkowski, Charles. What to Do Until (Before) the Linker Trainer Arrives. Cranston, RI: Educational Consulting Services, 1978.

This brief paper discusses the training of linking agents, the dangers of ignoring the larger system in which the linkers operate, and the need for structured professional development programs for linkers. Essential elements of a comprehensive staff development program for linkers are considered.

Reisinger, Carol. "The Nature and Implications of a Resource Network as a Support System for Linking Agents." Paper presented at the annual meeting of the American Educational Research Association, Toronto, Canada, 1978. (Soon to appear in ERIC)

This paper deals with the resource network as a strategy for personnel-multiplying by serving as a support system for linking agents. Using the Illinois Resource and Dissemination Network as a model, the discussion focuses on those linking agent functions and activities which can be performed by the resource network and outlines the organizational structure of the network.

Walz, Garry R., and Benjamin Libby. On Becoming a Change Agent. Ann Arbor, MI: ERIC Clearinghouse on Counseling and Personnel Services, 1977. (ED 140 212)

Five of the conditions that must be present in the facilitation of change are discussed in this monograph. An extensive, partially annotated bibliography is appended.

Ward, Spencer. Belmont Reports. San Francisco, CA: Far West Laboratory for Educational Research and Development, forthcoming.

These reports describe a 1977 conference of linkers, managers of linking projects, federal planners, and students of linking who tried to arrive at common definitions of terms, functions, and roles of linking activities.

Wolf, W. C., Jr. Linking Knowledge Producers and Knowledge Users. 1978. (ED 151 342)

This paper reports data on the knowledge generation and knowledge communication behavior of twelve successful innovators, details and critiques the characteristics of twelve successful programs conceived to train persons as change/linking agents, and describes a ten-step dissemination methodology.

TRAINING AND TRAINING MATERIALS

Butler, Matilda, and William Paisley. Factors Determining Roles and Functions of Educational Linking Agents with Implications for Training and Support Systems. San Francisco, CA: Far West Laboratory for Educational Research and Development, 1978.

This report provides a broad, historically grounded perspective of the context in which educational dissemination evolved and explores relationships among linking functions and roles which developed from that context. Also examined are implications for linkage training and support systems. A bibliography is appended.

Change Agentry. Tallahassee, FL: Florida Department of Education, Division of Curriculum and Instruction, 1976. (ED 150 712)

This training packet focuses on the role of the change agent and the steps involved in the group problem-solving process. The appendix, which consists of more than half the packet, contains a variety of materials and exercises for training change agents and conducting problem-solving workshops.

Educational Dissemination and Linking Agent Sourcebook: A Collection of Product Resources. San Francisco, CA: Far West Laboratory for Educational Research and Development, 1976.

This sourcebook--designed to assist linking and change agents with training resources or job aids developed by educational laboratories and R & D centers--contains brief product descriptions. Each product description is formatted as follows: title, intended users, main emphases, intents/contents, main activities, provisions for use, conditions of use, adaptability, cost range, and references.

Emory, Ruth, and Rene' Pino. Preparing Educational Training Consultants. Portland, OR: Northwest Regional Educational Laboratory, 1978.

This manual on group process skills for training change agents covers skills training, consulting, and organizational development.

Gasaway, Carl, and Clifford Erwin. Consulting/Linkage Knowledge and Skills Inventory. Springfield, IL: Illinois Office of Education, Local Education Agency Services, 1977.

This inventory is designed for educational consultants/field staff/linking agents to assess their levels of knowledge and skills in entry/intervention, problem identification, problem solving, group facilitation, resource

utilization, and evaluation. The inventory can also be used, after needs are identified, to develop a training program.

Golts, Uldis R. A Descriptive Analysis of the Del Mod System's Field Agent Component. Dover, DE: Del Mod System, 1976. (ED 134 405)

The activities and duties, hiring and training, administration, and goals and impact of the Del Mod field agents are described. The report concludes that the field agent concept was effective and could work in other states. (For further information, see ERIC documents ED 134 403, ED 134 404, ED 134 406, and ED 134 407.)

Herlig, Richard K. Linker Training Processes for the State Education Agency Dissemination System. Washington, DC: Council of Chief State School Officers, 1977. (ED 143 335)

The topics considered in this summary of the third National Dissemination Leadership Project conference include current models, roles, and qualifications of linking agents operating in a state educational agency environment.

The Illinois Model for Consulting Linkage Skills Training. Springfield, IL: Illinois Office of Education, Local Education Agency Services, 1978.

The planning, development, and coordination of linker skills training for the Illinois Office of Education program services team consultants are documented in this publication. This documentation emphasizes the development of the Illinois model and the organizational effort that led to the training. (See Louis Rubin, and The Illinois Office of Education Consulting/Linkage Skills Awareness Workshop: Context, Activities, and Implications.)

The Illinois Office of Education Consulting/Linkage Skills Awareness Workshop: Context, Activities, and Implications for Future Training. St. Louis, MO: CEMREL, Inc., 1978. (Soon to appear in ERIC)

The workshop design, evaluation, and results are described, including the role of the linking agents, the desired goals of the linker training, and the implications for future training. Training materials, evaluation results, and related information are contained in this publication.

Koenigs, Sharon E., and Dane Manis. "Preparing the Linking Agent: Enhancing Individualized Awareness of Training Needs." Paper presented at the annual meeting of the American Educational Research Association, Toronto, Canada, 1978.

A description and discussion of the linkage training awareness workshop conducted at the Illinois Office of Education in July, 1977, are contained in this paper.

Manning, Brad A. The "Trouble Shooting" Checklist for School-Based Settings (Manual). Austin, TX: University of Texas, Research and Development Center for Teacher Education, 1976. (ED 126 095)

This instrument is designed to aid educational change agents, faculty, and administrators in estimating the effects of particular variables on an institution's potential for successfully adopting innovations. The instrument consists of 100 descriptive statements divided into seven scales, indicating particular strengths and weaknesses within a school. (For further information, see ERIC documents ED 103 430 - ED 103 433.)

Nash, Nicholas, and Jack Culbertson. eds. Linking Processes in Educational Improvement: Concepts and Applications. Columbus, OH: University Council for Educational Administration, 1977. (ED 141 897)

This volume provides a conceptual framework for and examines the training of linking agents in the interpretation of research for the improvement of educational practices. Further, this volume highlights information about change processes, uses of knowledge in change, the functions of linking agents in improvement activites, the attributes and skill clusters needed by linking agents to function effectively, and a national training system for linking agents.

Nuernberger, Anna. The Diffusion Training for the Florida Linkage System. Gainesville, FL: University of Florida, Research and Development Utilization Project, 1978.

The author identifies the personal issues, concerns, and problems associated with the adoption and implementation of innovations and lists skills helpful in promoting conflict resolution and problem solving.

Pfeiffer, J. William, and John E. Jones. The 1978 Annual Handbook for Group Facilitators. La Jolla, CA: University Associates, Inc., 1978.

Aimed at group facilitators in education, government, business, and nonprofit organizations, this handbook contains resources to help develop behavioral skills for coping effectively with changes. Although copyrighted, the reproduction policy of the handbook gives users the freedom to duplicate (and adapt) materials for educational and training purposes. This is the seventh in a series of handbooks.

Piele, Philip. Review and Analysis of the Role, Activities, and Training of Educational Linking Agents. Eugene, OR: University of Oregon, ERIC Clearinghouse on Educational Management, 1975. (ED 128 871)

This final report discusses change and change models, linking agent roles and role models, and ways to devise effective training programs, including specific programs for each role. The report concludes with a brief discussion of what is known about the practice of each role, with suggestions for further research. A bibliography of selected training resources is appended.

Plans for a Linkage Network and Field Agent Training. Springfield, IL: Illinois Office of Education, Illinois Resource and Dissemination Network, 1975.

This paper briefly describes plans to reorganize Illinois Office of Education field staff responsible for rendering assistance to local education agencies. Primary and secondary training objectives are outlined, and the dissemination manager's role and responsibilities in the linkage network are described. (See Carol Reisinger.)

Rosenau, Fred. Career Development Opportunities for Educational Linking Agents. San Francisco, CA: Far West Laboratory for Educational Research and Development, 1977.

This handbook can be viewed as a tentative set of guidelines for those ready to help linkers acquire new skills or sharpen existing skills. It discusses the role of the linking agent as a field person employed in a regional, state, or intermediate agency who crosses organizational boundaries in an effort to help with school improvement.

Rubin, Louis. Illinois Office of Education Consultant Training Manuals. Urbana, IL: University of Illinois, 1977-78.

These three-ring notebooks, also available from the Illinois Office of Education's Local Education Agency Services, contain the strategies, activities, and materials employed in training program services team consultants (linking agents). These training materials were developed jointly by the Illinois Office of Education and the University of Illinois.

A School Improvement-Accountability Process Kit. PAK No. 4.1--Understanding the Change Process--Strategies for Managing Change. Denver, CO: Colorado Department of Education, District Planning and Accountability Services, 1975. (ED 141 919)

A six-stage procedure for managing change is outlined in this kit: building a trust relationship between the

client and the change agent, diagnosing the problem, acquiring relevant resources, choosing the solution, gaining acceptance, stabilizing the innovation, and generating self-renewal.

ADDITIONAL RESOURCES

Archibald, Robert, and E. L. Grossner. "Global Emphasis on Change." Cassette Tape on Linker Training Workshop. Springfield, IL: Illinois Office of Education, Local Education Agency Services, 1977.

Becker, James M., and Carole L. Hahn. Wingspread Workbook for Educational Change Agents. Boulder, CO: Social Science Education Consortium, Inc., 1975. (ED 115 577)

Butler, Matilda, and others. Communication for Change in Education: Educational Linkage Programs in the 1970's. Stanford, CA: Stanford University, Institute for Communication Research, 1975.

A Description of the Florida Linkage System Training Program. Tallahassee, FL: Florida Department of Education, Office of Dissemination/Diffusion, 1978.

Havelock, Ronald G. "Obstacles on the Road to Innovation: Findings of a Survey of Teacher Training Project Leaders." Educational Broadcasting International. 9(1976): 72-74.

Louis, Karen Seashore. "Dissemination of Information from Centralized Bureaucracies to Local Schools: The Role of the Linking Agent." Human Relations 30(1977): 25-42.

Pino, Rene', and Ruth Emory. The Consultation and Training Process and Procedures Utilized by Linker Training Services. Portland, OR: Northwest Regional Educational Laboratory, 1977.

Pfeiffer, J. William, and John E. Jones. eds. A Handbook of Structured Experiences for Human Relations Training. (6 vols.) La Jolla, CA: University Associates, 1973-77.

Rogers, Everett M., and others. Extending the Agricultural Extension Model. Stanford, CA: Stanford University, Institute for Communication Research, 1976.

Summit, Roger K., and Oscar Firschein. Investigation of the Library as a Linking Agent to Major Scientific, Educational, Social, and Environmental Data Bases. Sixth Progress Report. Palo Alto, CA: Lockheed Research Laboratory, 1976. (ED 122 738)

Training for Leadership in Local Educational Improvement Programs. Philadelphia, PA: Research for Better Schools, 1975.